

Requirements and Utilization Division



Shaping Future Manpower Requirements

**Colonel Raymond E. Conley
Chief, Requirements & Utilization Division
Manpower, Organization & Quality
20 May 1998**

We'll Discuss

- **Interrelated Initiatives Affecting Requirements**
- **Inherently Governmental Review**
- **Total Force Assessment**
- **Re-engineering**
- **Potpourri**

The Challenge

- Understand the Parts
- Know How They Fit Together
- Communicate How They Fit Together
- Ensure Each Section Prepared
- Encourage Communication between Sections
- Trust



Goal: Symphony not Cacophony

Shaping Future Manpower Requirements

- **Near-Term**

- Inherently Governmental Review (DRID #20)

- **Mid-Term**

- Total Force Assessment (TFA)
- expeditionary Aerospace Force (eAF)

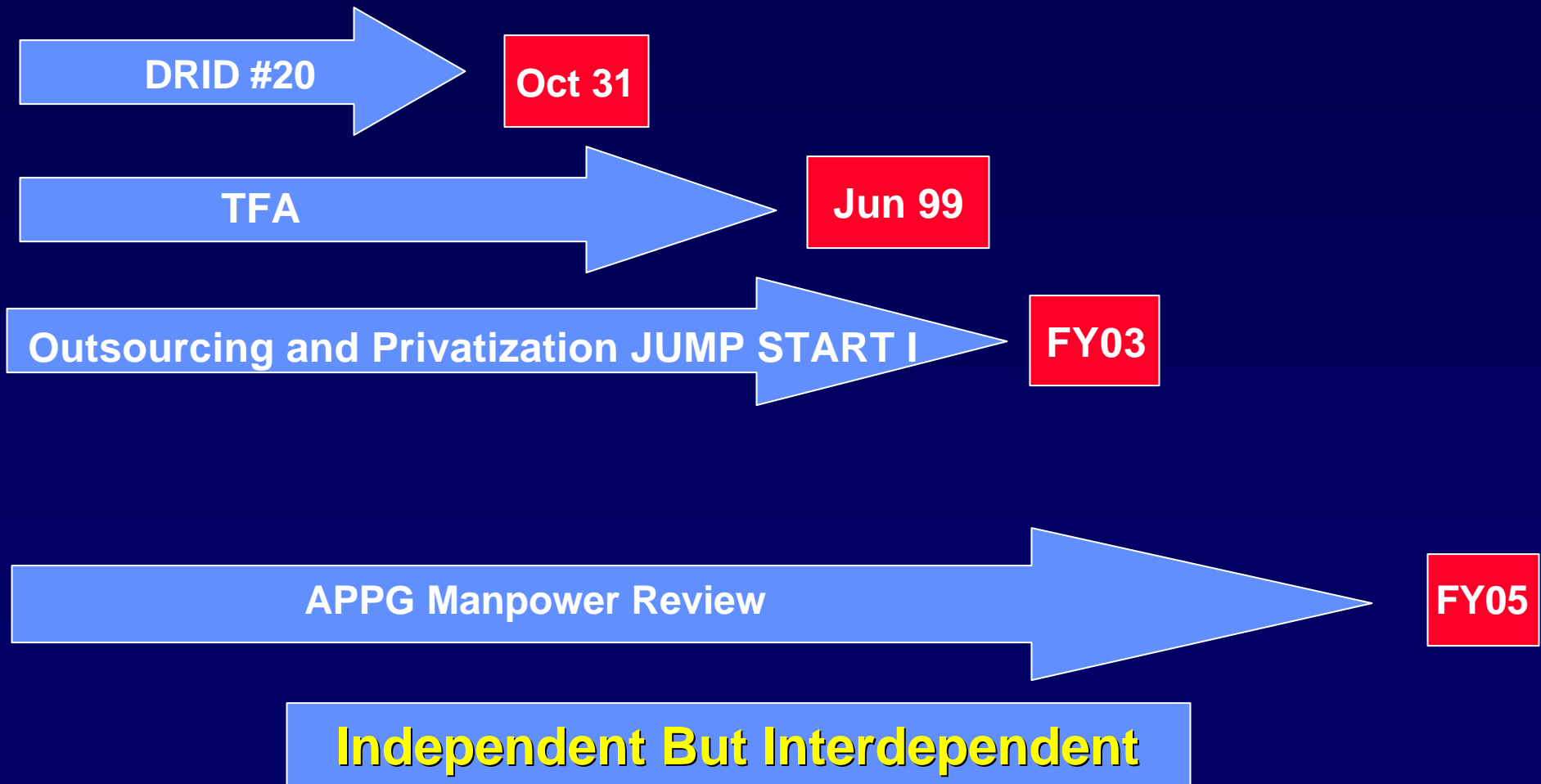
- **Long-Term**

- Competitive Sourcing and Privatization
- Re-engineering (APPG)

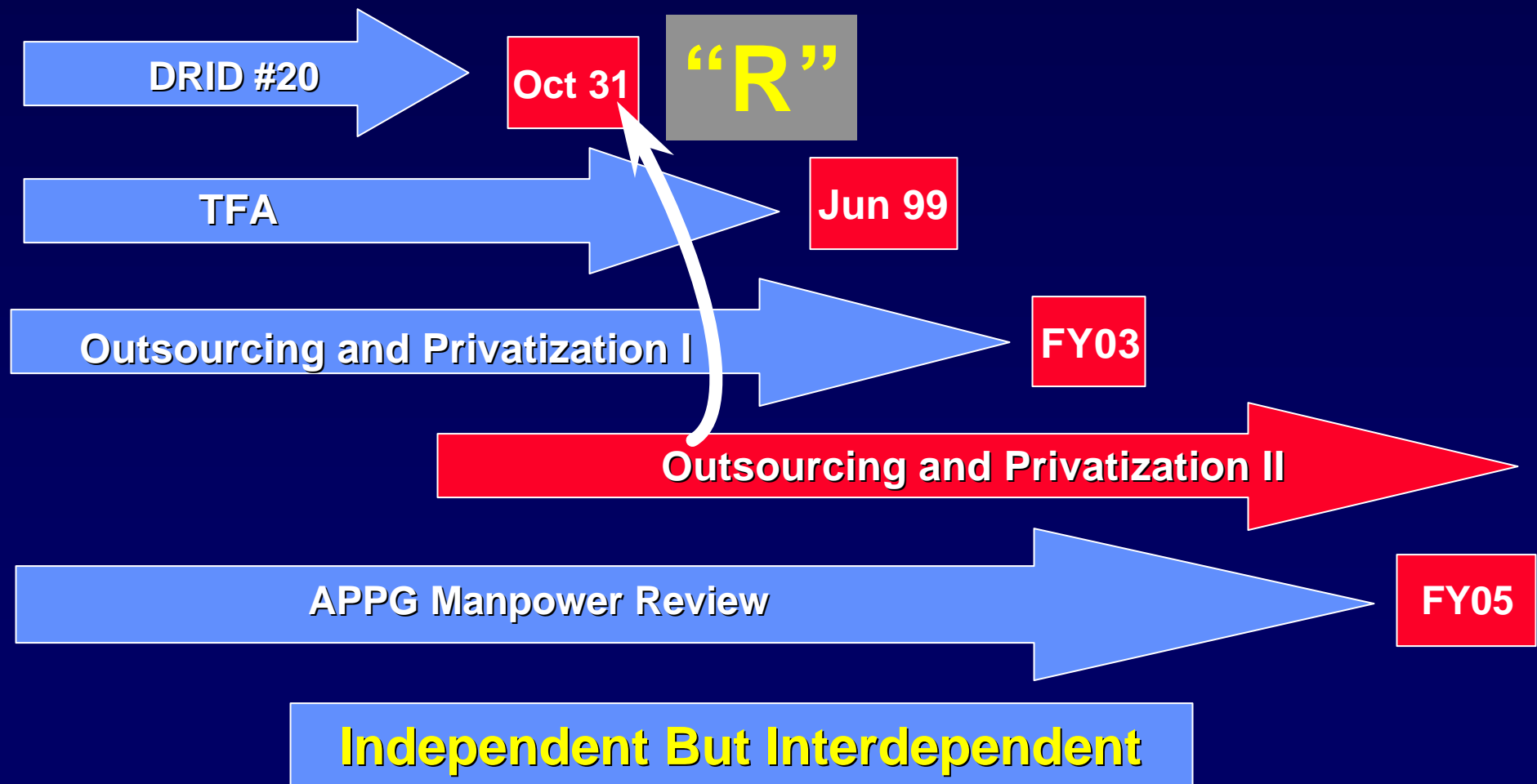
Shaping Future Manpower Requirements

	ENVIRON- MENT	FORCES	OUTCOME	TIME FRAME
DRID #20	Peacetime	Active & ARC	All positions coded for INHG/CA	Now - Oct 98
TFA	2 MTW	Active & ARC	Estimate of deploy & in-place wartime req't by AFSC	Now - Jun 99
Re-engineering (APPG)	Peacetime but accounts for Peacetime Engagement (TEMPO)	Active	New processes & determinants to match reqt's to resources	Jan 99 - FY05
eAF?	Peacetime Engagement (SSC?)	Active & ARC	New taskings for shooters & support	Now - ?

A Continuous Relationship



A Continuous Relationship



Inherently Governmental Review (DRID Number 20)

- USD (P&R)/USD (A&T)--Develop Uniform Guidelines
 - Inherently Governmental
 - Commercial Activities Exempt from A-76
 - Commercial Activities that should be Competed
 - Issue by 1 Mar 98
- Components Inventory and Report by 31 Oct 98
- USD (P&R)/USD (A&T)--Joint Review by 30 Nov 98
 - Functions--Government Employees
 - Functions--Subject to A-76 Competition
- Brief DMC and Compile in FY98 CA Inventory

OSD Inherently Governmental Working Group

- **Tasking Memorandum, 23 Jan 98**
 - **SES/FO-Level**
 - **Co-Chaired by USD (P&R) and USD(A&T)**
- **Major Responsibilities**
 - **Assist in Developing Uniform Guidelines**
 - **Conduct Review of Component's Functions**
 - **Make Recommendations to USD(P&R)/USD(A&T)**
 - **Functions Must be Performed by Gov't Employees**
 - **Functions That should be Subject to Competition**
- **Components Brief Supplemental Instructions by 30 Jun 98**
- **Components Provide Periodic "In-Progress Reports"**

Inherently Governmental Review-- Developing AF Guidance

- **AF/XPM Develop Overall Construct**
 - **Match AF Functional Codes/DoD Functional Codes**
 - **Develop Template**
- **Each Functional Area Develops More Specific Instructions**
 - **Apply Construct for HQ USAF, MAJCOM, Wing, etc**
 - **Suspense: 22 May 98**
- **MAJCOM Workshops**
 - **4-6 May 98--Review Process and Overarching Issues**
 - **16-18 Jun 98--Review Guidance (VTC?)**
 - **18-20 Aug 98--Review MAJCOM Coding**
- **Controversial Issues Vetted through “Corporate Structure”**

Goal: Horizontal and Vertical Consistency

FORCE MIX CODES

- **A - MILITARY COMBAT (MIL ONLY)**
 - **UTC TASKED, HARDLINE PECs, ALL MIL OUTSIDE 50 STATES**
- **B - MILITARY COMBAT AUGMENTATION (MIL ONLY)**
 - **CASUALTY REPLACEMENTS, NON-DEPLOYABLE, TEMPO**
- **C - MIL UNIQUE KNOWLEDGE/SKILLS (MIL ONLY)**
 - **HQ (AF & MAJCOM), JOINT, OUTSIDE AF**
- **D - MIL IMAGE & ESPRIT DE CORPS (MIL ONLY)**
 - **AF BANDS, AF HONOR GUARD, RECRUITERS**
- **E - MILITARY ROTATION (MIL ONLY)**
 - **1.5 POSITIONS IN THE CONUS FOR 1 OCONUS**
- **F - MILITARY CAREER PROGRESSION (MIL ONLY)**
 - **NUMBERS NEEDED TO MAINTAIN CAREER PYRAMID**

FORCE MIX CODES

- **G - CIVILIAN AUTHORITY/DIRECTION (CIV ONLY)**
 - **HQ (AF & MAJCOM), CONTRACTING OFFICERS, JOINT**
- **H - CIVILIAN EXPERTISE AND CONTROL (CIV ONLY)**
 - **SEE DOD GUIDELINES -- VARIES BY FUNCTION**
- **I - CIV NAT'L SECURITY OR OPERATIONAL RISK (CIV)**
 - **EMERGENCY ESSENTIAL CIVILIANS**
- **J - EXEC ORDER, LAW, TREATY, INTERNAT'L AGREEMENT (MIL OR CIV)**
 - **SECURITY FORCES, FIREFIGHTERS ...**
- **K - LEGISLATIVELY MANDATED FLOORS**
 - **DOES NOT APPLY TO THE AIR FORCE**

FORCE MIX CODES

- **L - DOD MANAGEMENT DETERMINATION (MIL OR CIV)**
 - **NON-SEVERABLE WORKLOAD**
- **M - BASED ON COST COMPARISON (CIV)**
 - **MEO**
- **N - PENDING CONTRACT AWARD (MIL OR CIV)**
 - **DECISION MADE TO CONTRACT BUT NOT YET AWARDED**
- **O - PENDING COST COMPARISON RESULTS (MIL OR CIV)**
 - **ADMINISTRATIVE APPEAL**
- **Q - TERMINATED COST COMPARISON (MIL OR CIV)**
 - **EXCEEDED CONGRESSIONAL TIME LIMITS**
- **R - SUBJECT TO REVIEW**

A CODING EXAMPLE

AFSC XXXX

**1000
SPACES**

- A - 450 ➤ J - N/A
- B - 70 ➤ K - N/A
- C - 300 ➤ L - 30
- D - 0 ➤ M - N/A
- E - 600 ➤ N - 10
- F - 920 ➤ O - 5
- G - N/A ➤ P - 0
- H - N/A ➤ Q - 0
- I - N/A ➤ R - ?

A CODING EXAMPLE

AFSC XXXX

A-450

550

- **A - 450** ➤ **J - N/A**
- **B - 70** ➤ **K - N/A**
- **C - 300** ➤ **L - 30**
- **D - 0** ➤ **M - N/A**
- **E - 600** ➤ **N - 10**
- **F - 920** ➤ **O - 5**
- **G - N/A** ➤ **P - 0**
- **H - N/A** ➤ **Q - 0**
- **I - N/A** ➤ **R - ?**

A CODING EXAMPLE

AFSC XXXX

A-450
B-70
480

- A - 450 ➤ J - N/A
- B - 70 ➤ K - N/A
- C - 300 ➤ L - 30
- D - 0 ➤ M - N/A
- E - 600 ➤ N - 10
- F - 920 ➤ O - 5
- G - N/A ➤ P - 0
- H - N/A ➤ Q - 0
- I - N/A ➤ R - ?

A CODING EXAMPLE

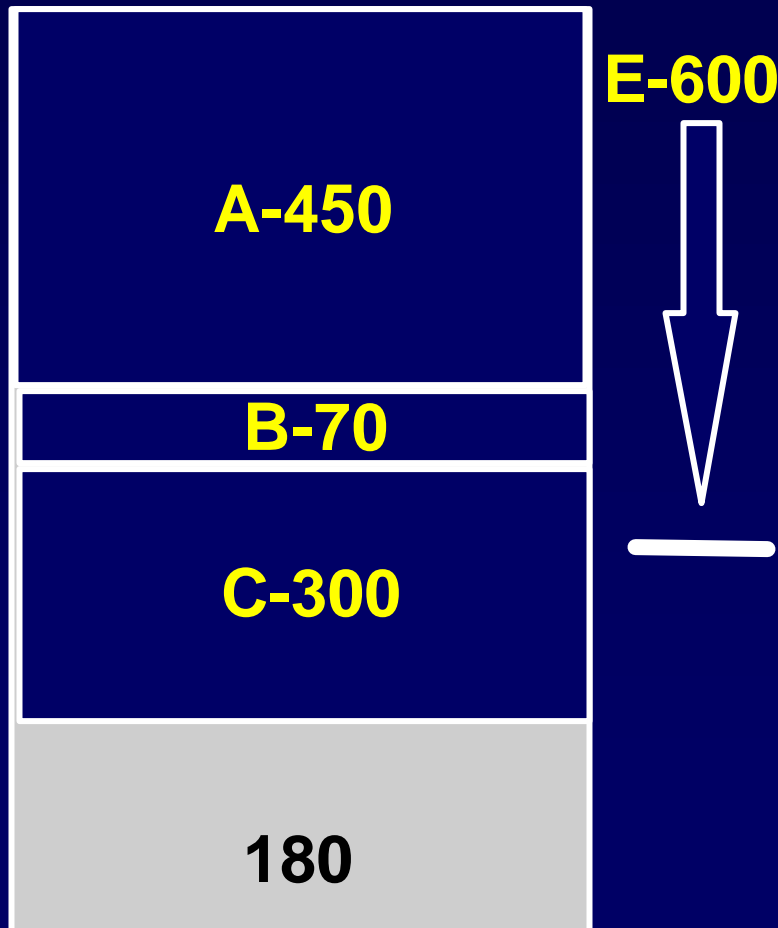
AFSC XXXX

A-450
B-70
C-300
180

- A - 450 ➤ J - N/A
- B - 70 ➤ K - N/A
- C - 300 ➤ L - 30
- D - 0 ➤ M - N/A
- E - 600 ➤ N - 10
- F - 920 ➤ O - 5
- G - N/A ➤ P - 0
- H - N/A ➤ Q - 0
- I - N/A ➤ R - ?

A CODING EXAMPLE

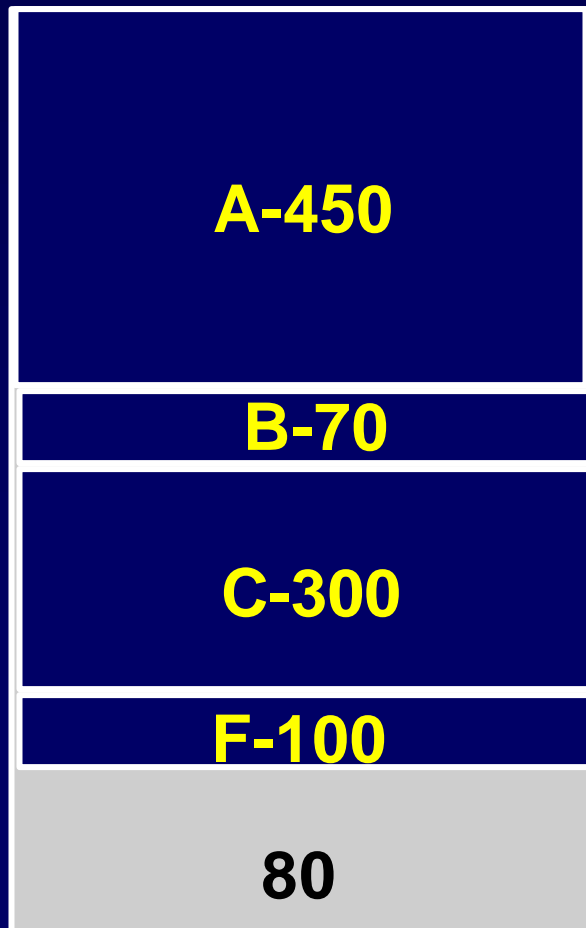
AFSC XXXX



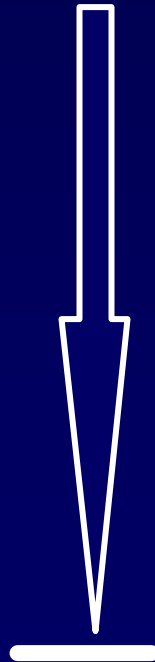
- A - 450 ➤ J - N/A
- B - 70 ➤ K - N/A
- C - 300 ➤ L - 30
- D - 0 ➤ M - N/A
- E - 600 ➤ N - 10
- F - 920 ➤ O - 5
- G - N/A ➤ P - 0
- H - N/A ➤ Q - 0
- I - N/A ➤ R - ?

A CODING EXAMPLE

AFSC XXXX



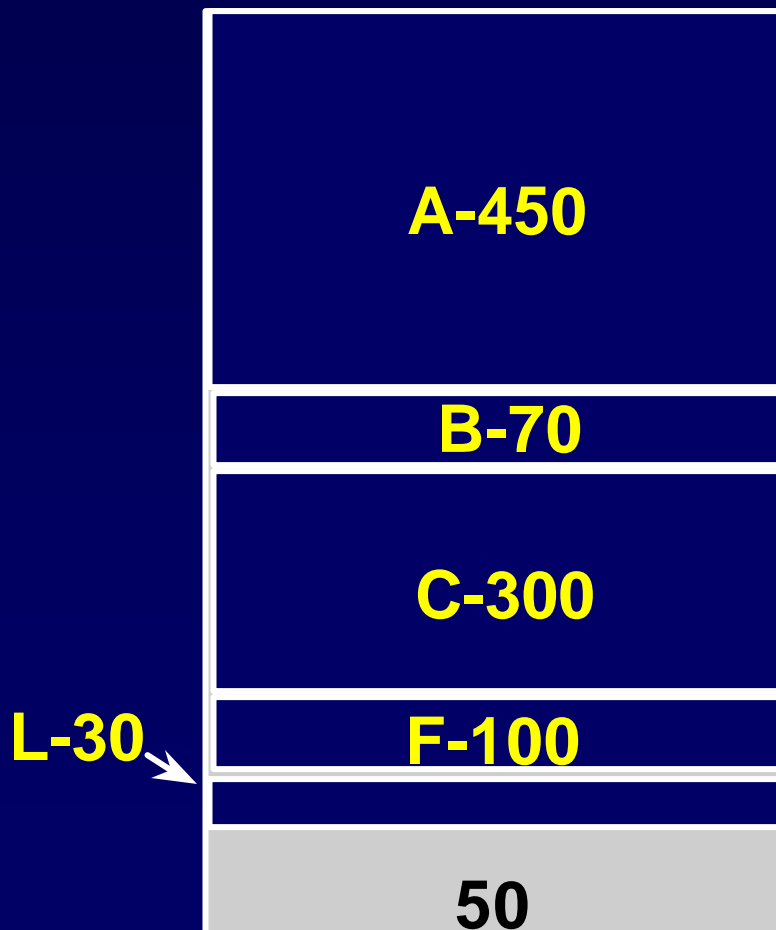
F-920



- A - 450 ➤ J - N/A
- B - 70 ➤ K - N/A
- C - 300 ➤ L - 30
- D - 0 ➤ M - N/A
- E - 600 ➤ N - 10
- F - 920 ➤ O - 5
- G - N/A ➤ P - 0
- H - N/A ➤ Q - 0
- I - N/A ➤ R - ?

A CODING EXAMPLE

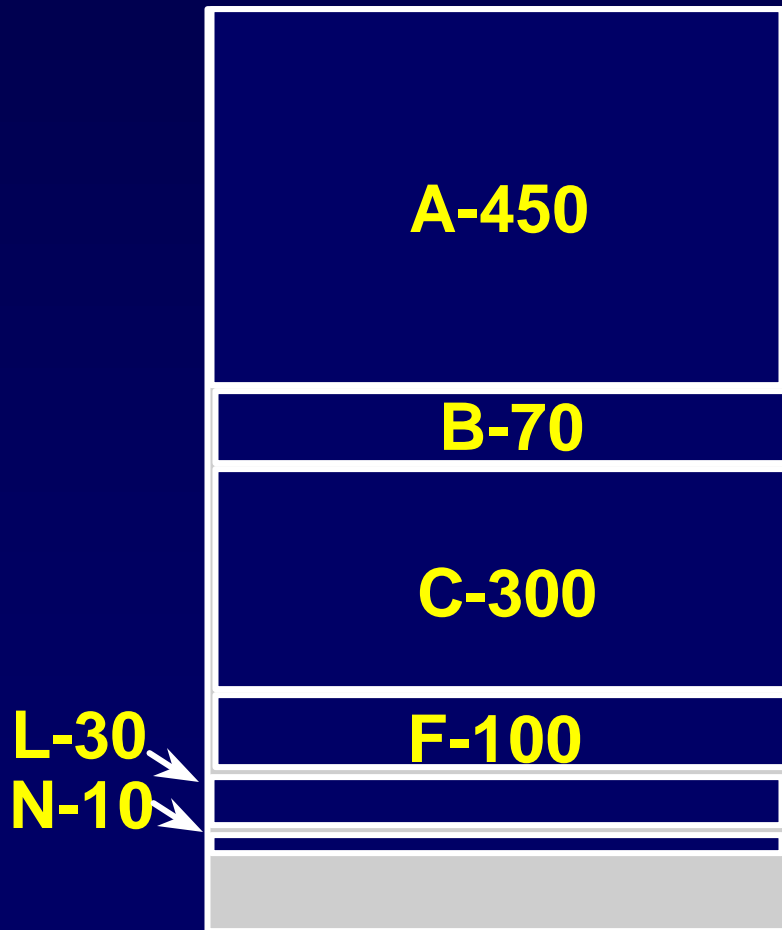
AFSC XXXX



- A - 450 ➤ J - N/A
- B - 70 ➤ K - N/A
- C - 300 ➤ L - 30
- D - 0 ➤ M - N/A
- E - 600 ➤ N - 10
- F - 920 ➤ O - 5
- G - N/A ➤ P - 0
- H - N/A ➤ Q - 0
- I - N/A ➤ R - ?

A CODING EXAMPLE

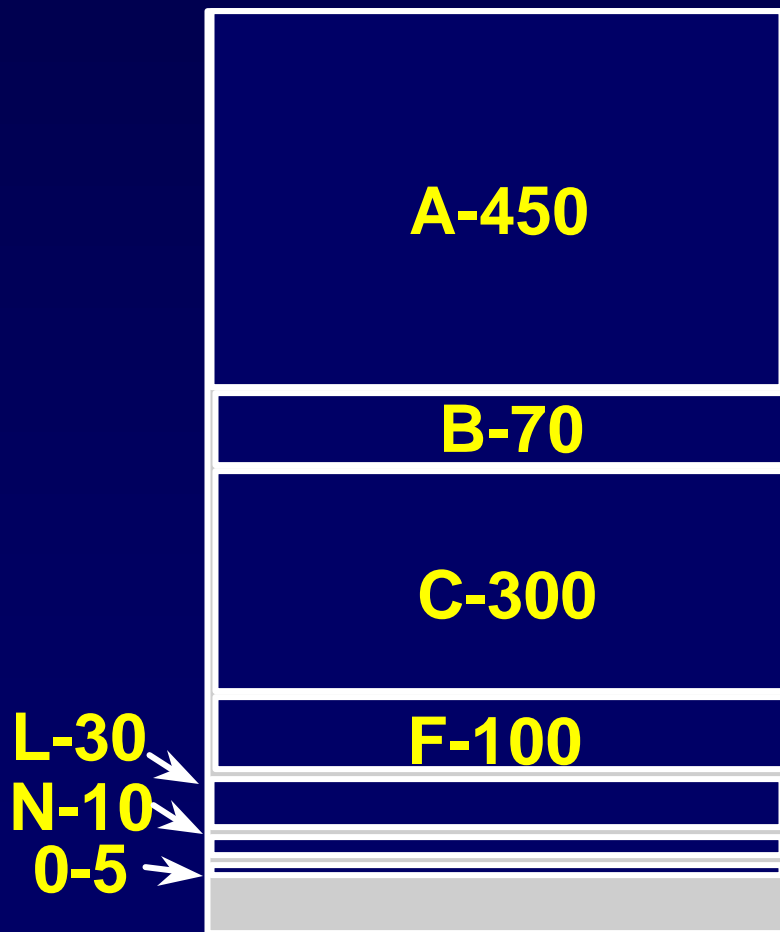
AFSC XXXX



- A - 450 ➤ J - N/A
- B - 70 ➤ K - N/A
- C - 300 ➤ L - 30
- D - 0 ➤ M - N/A
- E - 600 ➤ N - 10
- F - 920 ➤ O - 5
- G - N/A ➤ P - 0
- H - N/A ➤ Q - 0
- I - N/A ➤ R - ?

A CODING EXAMPLE

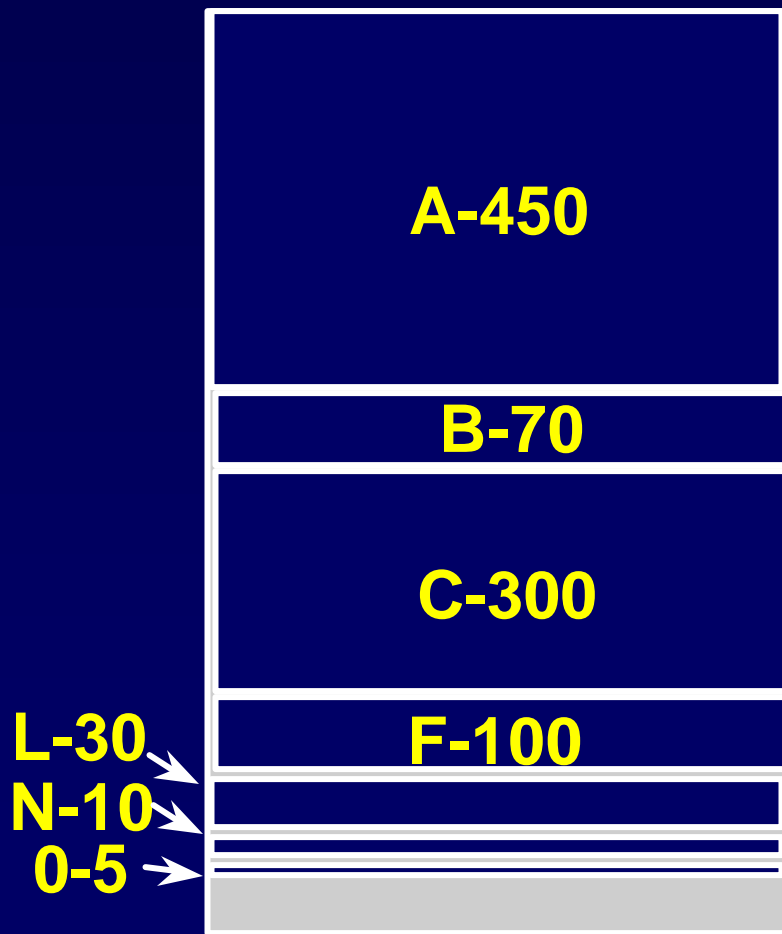
AFSC XXXX



- A - 450 ➤ J - N/A
- B - 70 ➤ K - N/A
- C - 300 ➤ L - 30
- D - 0 ➤ M - N/A
- E - 600 ➤ N - 10
- F - 920 ➤ O - 5
- G - N/A ➤ P - 0
- H - N/A ➤ Q - 0
- I - N/A ➤ R - ?

A CODING EXAMPLE

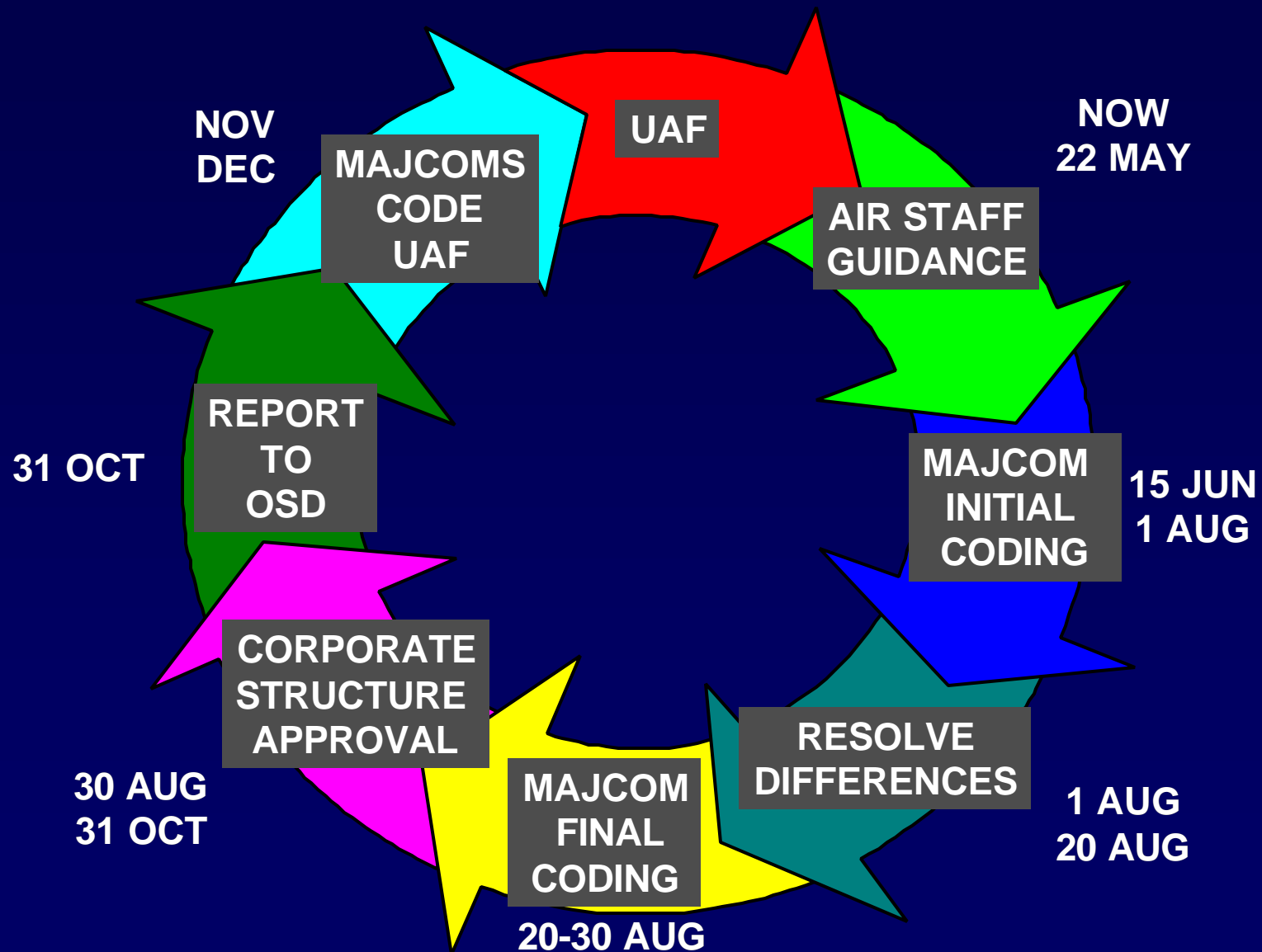
AFSC XXXX



- A - 450 ➤ J - N/A
- B - 70 ➤ K - N/A
- C - 300 ➤ L - 30
- D - 0 ➤ M - N/A
- E - 600 ➤ N - 10
- F - 920 ➤ O - 5
- G - N/A ➤ P - 0
- H - N/A ➤ Q - 0
- I - N/A ➤ R - ?

35

DRID #20 Gameplan



Total Force Assessment

- **Total Force Assessment (TFA)**
 - **Total force review of AF wartime requirements and organic workforce mix**
 - **Based on current basing and updated WMP Construct (scrubbed and sourced)**
 - **Conus base support to be modeled**
- **Addressees senior leadership concerns on O&P versus 2 MTW requirements**
- **eAF and future O&P as a result of DRID#20 will be picked up in future TFA exercises**
- **Targeted Completion Date: June 99**

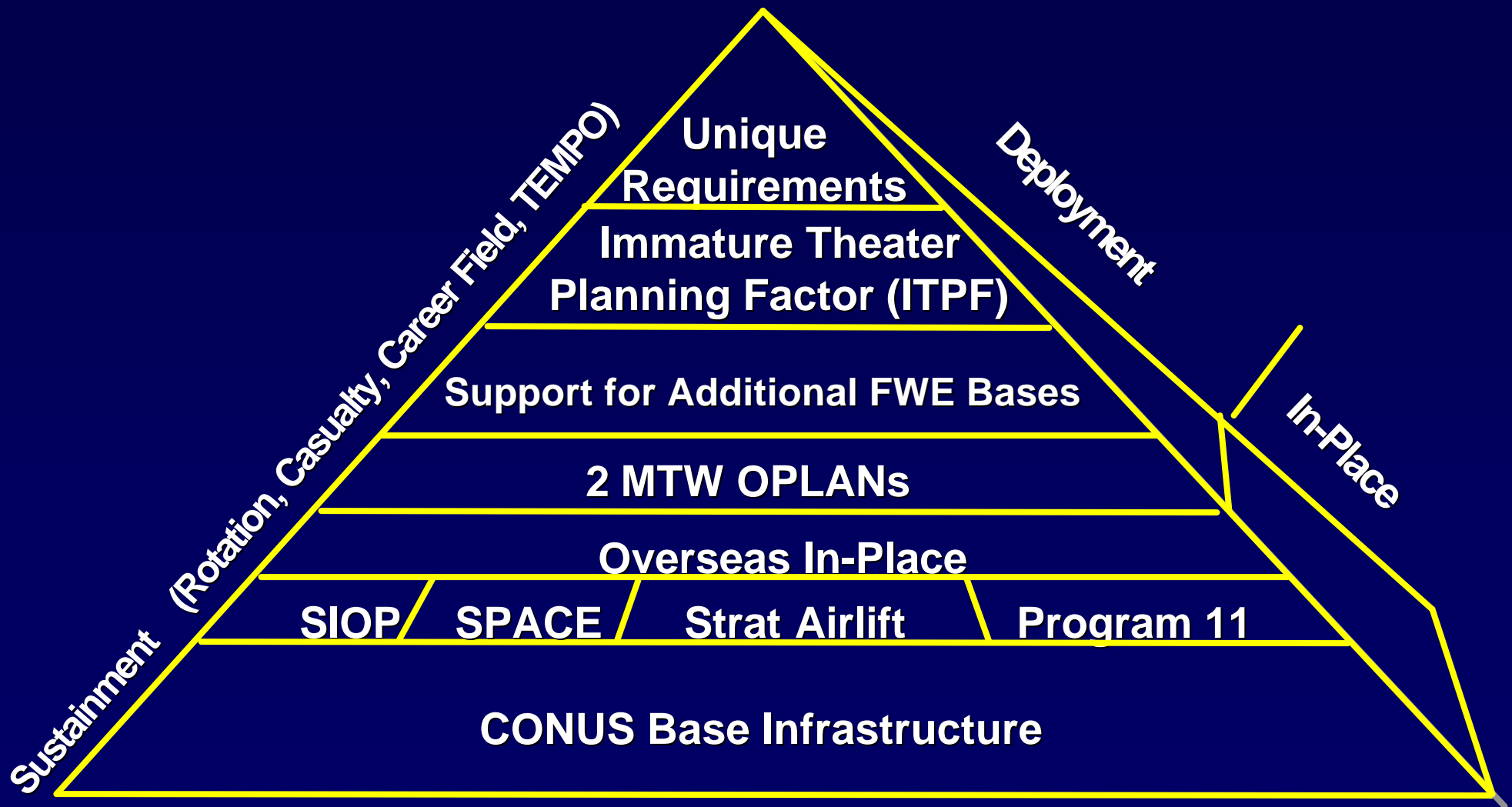
Why do it?

- Environmental changes since FORSIZE/BLA
- Problems with Existing FORSIZE/BLA Data
 - Can't Validate or Update
- Disconnect Between Requirements and Resources (41K+)
- CSAF: "How do we know if, in pursuing O&P, we haven't gone too far?"
- Next round of CS&P demands accurate data

Key Assumptions

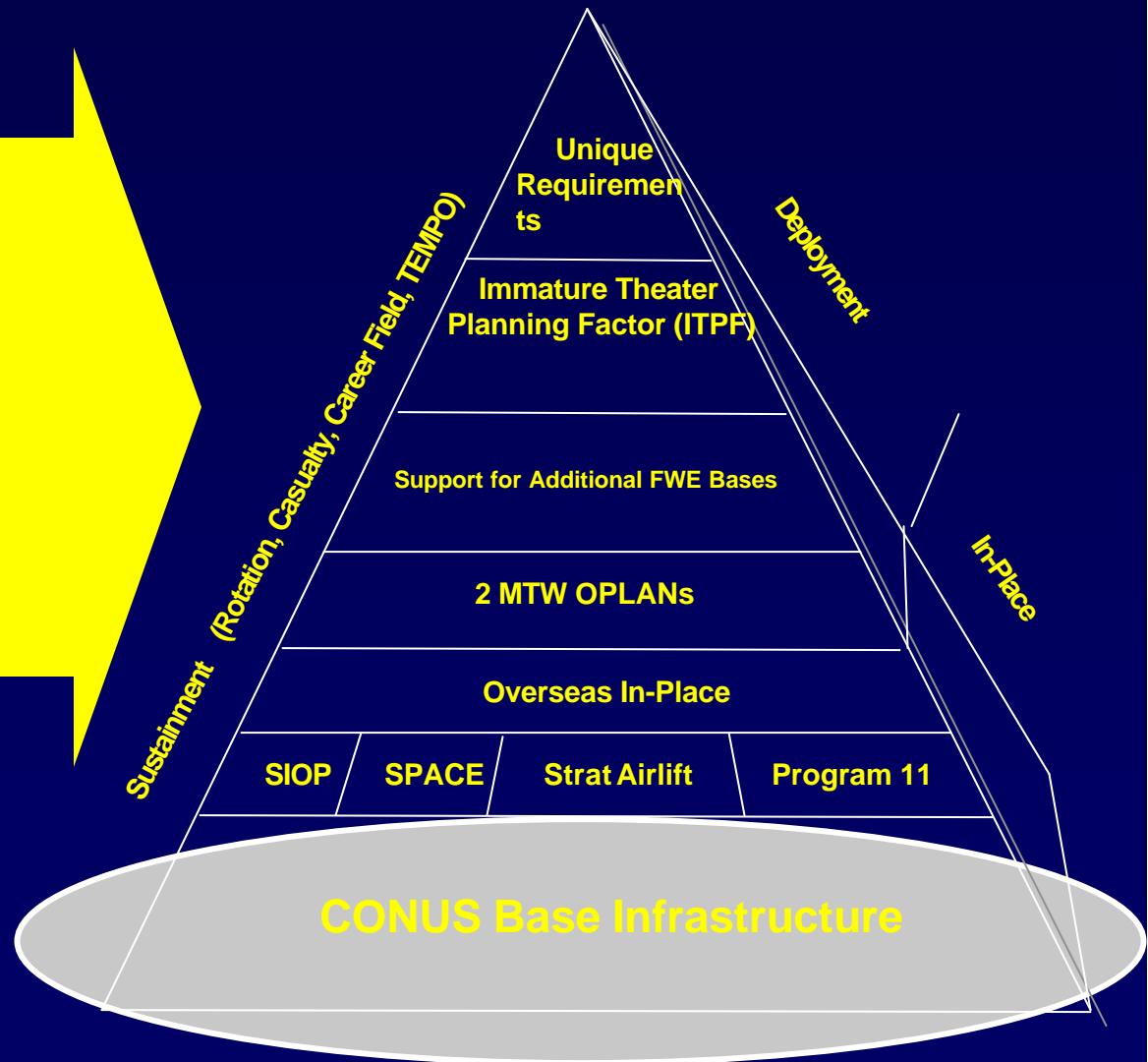
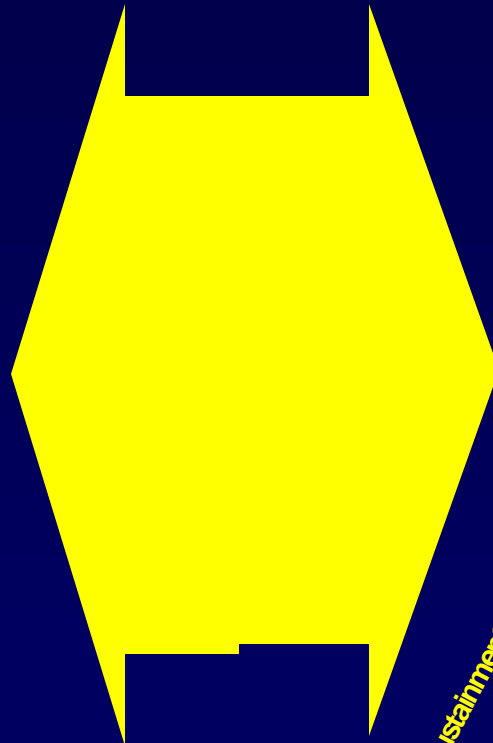
- WMP construct will be accepted “as is”
- TFA will not attempt to account for the transition to an eAF-based Air Force
 - Will be compared with eAF estimates
- All UTCs will be filled by current tasked component (Active or ARC) and current mil/civ designation
- Forces will withdraw from SSCs to be available for the 2 MTW (DPG)
- All forces will transition to a 60-hour work week

Total Force Assessment - Pyramid



DRID 20 and the TFA

A	COMBAT
B	
C	
D	
E	
F	
G	
H	
I	
J	
K	
L	
M	
N	
O	
P	
Q	
R	REVIEW



Relation Between DRID#20 & TFA

DRID #20

RESOURCES

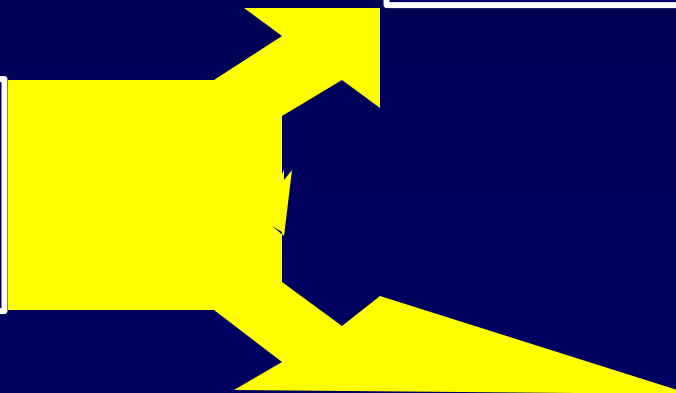
**ALL OTHER POSITIONS
NOT YET CODED**

**WARTIME
(DEPLOY & IN-PLACE)
DRID #20 & TFA**

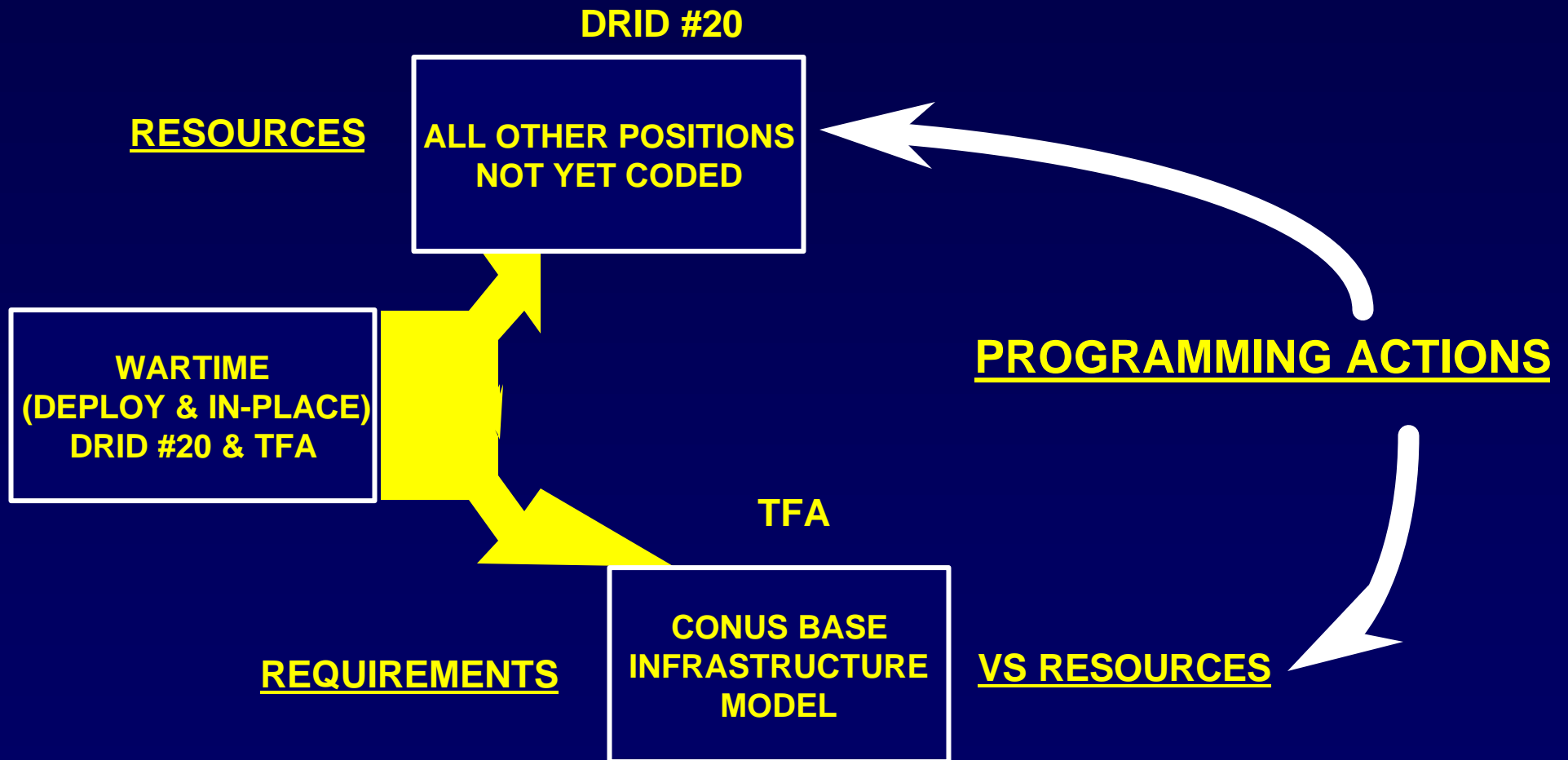
TFA

REQUIREMENTS

**CONUS BASE
INFRASTRUCTURE
MODEL**



Relation Between DRID#20 & TFA



TIMELINE

- **CSAF memo to MAJCOM/CCs and 2-digits**
 - **Summer '98**
- **Functionals work assumptions, guidance**
 - **Fall '98**
- **Build database structure and CONUS infrastructure model**
 - **Now through Fall '98**
- **Initial database population by “pyramid” block**
 - **Winter '98**
- **Coord with MAJCOMs and update data**
 - **Spring '99**
- **Brief Corporate Structure and complete database**
 - **Summer '99**

Re-Engineering (APPG Guidance)

- Re-engineer Air Force functions
- WHY: Tasks/Resources Mis-match; Requirements are Exceeding Funding-Levels
- Keys are:
 - Prioritizing major tasks
 - Re-designing processes to live within projected funding
 - Adopting/adapting “best” practices
 - Updating manpower determinants
- Schedule will flow through FY 05

Re-Engineering (FY99-FY05)

- **Affects both Peacetime & Wartime Requirements**
- **Spans several Inherently Governmental Reviews and TFAs**
- **Master Schedule Due Jan 99**
- **AFCQMI Partner with Functionals for Air Force-wide studies**
 - **Functionals Lead, AFCQMI facilitates**
- **Envision Similar Role for QMIFs for MAJCOM-unique studies**
- **Results vetted through Corporate Structure**

Reengineering and Zero-Basing

YOU CAN'T CHANGE JUST ONE VARIABLE



$$\# \text{ People} \times \text{hrs} \times \text{Eff} = \# \text{ Products} \times \text{Qty} \times \text{Qual}$$

Everything Should be Considered

Other Topics

Joint Mobilization Augmentees (JMA)

- CAF Cmdr's Conference & MAJCOM/XP's asked HQ AF reconsider Active sourcing decision
- Proposed in FY00 POM to increase IMA end-strength by 474 (\$3.7M thru FYDP)
 - Did not make the final submission
- AF/RE evaluating options to support Unified Staff IMA requirements with Reservists
- Setting up system to document, source & fill JMAs
 - Link CINC JMA reqt's to AF resources
 - Dependent on ability to source from active resources

Other Topics

A-76 Changes

- **Military In MEOs**
 - **When More Cost-Effective or Civilian-Skills Not Available**
 - **MAJCOM Approval, Air Staff Notification**
- **Andrews “Pilot” A-76 Cost Comparison**
 - **Refines “Best-Value” Cost Comparison**
 - **SSA Reviews Government Proposal while Reviewing Contractor Proposals**
- **CAMIS**
 - **Greater Use and Emphasis on CAMIS Reported Data**
 - **Timely and Accurate Data Imperative**

Summary

- **Interrelated Initiatives Affecting Requirements**
- **Inherently Governmental Review**
- **Total Force Assessment**
- **Re-engineering**
- **Potpourri**